

**Proposal to Conduct an Update to the Workload
and Staffing Study**

FORT WORTH, TEXAS

April 18, 2022



Table of Contents

	Letter of Transmittal	i
1	Proposed Approach to Conduct the Study	1
2	Schedule	11
3	Cost	12



April 18, 2022

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The Matrix Consulting Group is pleased to provide you with our proposal to Conduct an Update to the Police Department Workload and Staffing Study conducted by our firm 5 years ago. This proposal is based on our recent exchange of emails and our knowledge of Fort Worth and its Police Department. This proposal provides our proposed approach, a schedule and cost.

All of the staff are highly experienced, having conducted hundreds of police studies, and most of our proposed team worked on the original study. Our team includes:

- **Richard Brady**, with over 40 years of police analytical experience working with over 400 law enforcement agencies throughout the country. I led the 2017-18 study
- **Ian Brady**, a Vice President with 10 years of experience in law enforcement consulting; he has developed the firm's statistical models used in the FWPD study.
- **Devon Clunis**, a Senior Manager with over 30 years of experience as a consultant and transformational police professional, including chief in Winnipeg (MB).
- **John Scruggs**, a Senior Manager, has over 26 years of law enforcement experience. He led the analysis of investigations in the previous study.
- **Kelli Sheffer**, a Manager, has 30 years of law enforcement experience. She has served in all facets of law enforcement, both in civilian and sworn roles.
- **Tim Donohoe**, a Senior Consultant who has over 26 years of experience in both local and international law enforcement.

If you have any questions, please do not hesitate to contact me – either at the letterhead address, by phone at 650-858-0507, or by email at rbrady@matrixcg.net

Richard P. Brady

President

Matrix Consulting Group

1. Proposed Approach to Conduct the Study

The following task areas outline our plan to complete the update to the 2017 study.

Task 1 | Initiation and Initial Interviews

The project team will begin the study by developing an initial understanding of the department through an extensive input phase. The team will meet with internal and external stakeholders using a combination of on-site and virtual interviews that are designed to help us learn about the department, its goals, the unique factors of the service environment, and to obtain views on issues relevant to the project. This process includes the following interviews:

- Conduct a kickoff meeting with the City Manager’s Office and the project review committee, including project objectives, approach, deliverables, and schedule.
- Interviews with city officials and management team.
- Meet with the chief and command staff of department, both individually and as a group.
- Conduct one-on-one interviews with department personnel at all levels of the organization – managers, supervisors, and line staff.
- Meet with representatives from labor groups to better understand issues relevant to specific groups.
- Interview contacts within the department to start the data collection process, as well as other key contacts within the organization.
- Other interviews with key stakeholders as identified throughout this process.

In preparation for the kickoff meeting, the project team will develop a comprehensive list of data needed to conduct the study, as well as a week-by-week schedule for project completion. The initial interviews will also be used to identify key points of contact to collect data and schedule interviews within the department.

TASK RESULT

Based on the results of these interviews and initial data collection, the project team will prepare an issues list that will provide the basis for subsequent analytical steps. The project team will also finalize the project work plan project deliverable schedule.

Task 2 | Employee Survey

Input obtained through interviews will be supplemented through an online anonymous survey of all department employees in order to give everyone in the organization the opportunity to participate in the study. The survey will cover a wide range of issues relevant to the study, including perceptions of service levels, community support, training availability, staffing, and organizational issues.

The results will be tabulated into an analysis that examines key findings and differences in perception among different groups. For instance, there may be some areas where civilian and sworn opinions exist on internal department issues. Respondents will also be given a chance to provide more open-ended input.

TASK RESULT

An anonymous online employee survey will be distributed to all department employees, offering everyone the opportunity to provide input to the study. The responses will be tabulated, and the key findings and conclusions will be summarized in an analytical report that will be reviewed with the project steering committee.

Task 3 | Descriptive Profile

The project team will document its initial understanding of the department, its service levels, staffing, and service environment in a comprehensive descriptive profile of the organization. The draft document will provide a foundation for subsequent analysis by ensuring the accuracy of our assumptions and understanding of key details. The profile will also review the functionality of each area of the department, the key workload and service level drivers of each work unit.

The draft document will be reviewed on site with the project team, with corrections and revisions being made thereafter. This meeting will also provide an opportunity to discuss initial observations and findings, coordinate any remaining data collection needs, and discuss the next steps of the project.

TASK RESULT

The project team will develop a descriptive profile of the department will be created, detailing the staffing, workload levels, service goals, and deployment schedules of the department, as well as outline the organizational and public safety objectives achieved by each unit.

Task 4 | Analysis of Workload, Staffing, and Deployment

The project team will develop a comprehensive analysis of staffing needs for every function and assignment within the department, including both sworn and civilian employees. Additionally, the analysis will determine strategies achieving the best use of existing resources. For every function, the analysis will focus on the ability of staffing levels to achieve targeted service levels and support effective operations management. This includes review of key workload drivers and processes for administrative and support functions.

(1) Patrol Workload, Proactivity, and Staffing

Analysis of community-generated calls for service using computer aided dispatch data is central to this effort. project team will determine current service levels through the following:

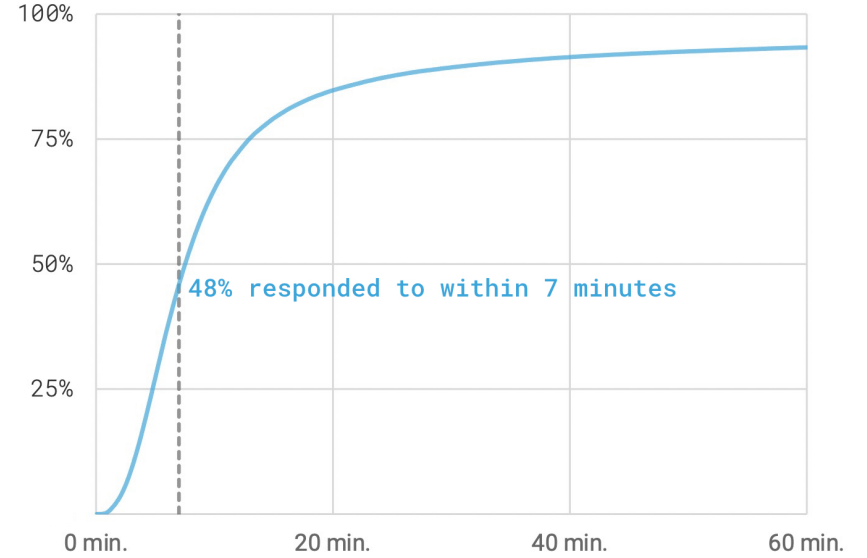
- Analysis of patrol workload, including at the following levels:
 - Calls for service by hour and weekday, month, area, priority level.
 - Response and travel times by priority level and call classification.
 - Total spent handling calls by primary and backup units by time and area.
 - Factors and assumptions for other workload factors, such as report writing.
- Patrol self-initiated activities and community engagement strategies, including self-initiated activities by hour and weekday, as well as trends in types and frequency for self-initiated activities.
- Determine patrol staffing needs, both overall and at the level of each patrol division and shift, based on workloads and targets for proactivity.
- Analyze patrol supervisory staffing needs based on span of control and the impact of the administrative workloads handled by sergeants and ability to be in the field.

The following tables provide examples of the firm's approaches to analyzing crime, calls for service, and patrol proactivity (uncommitted) time:

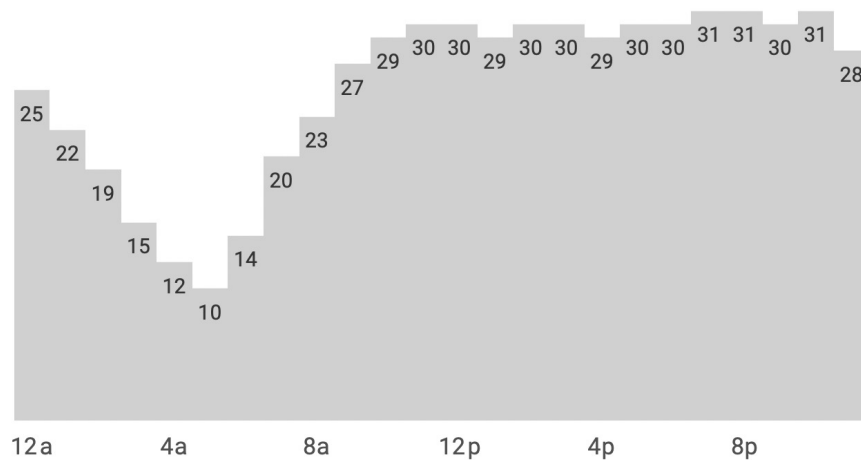
Uncommitted Time by Hour and Weekday

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am-6am	43%	56%	61%	61%	60%	57%	47%	54%
6am-10am	44%	34%	34%	33%	34%	34%	40%	40%
10am-2pm	22%	17%	20%	20%	20%	19%	21%	21%
2pm-6pm	32%	27%	29%	29%	28%	27%	31%	29%
6pm-10pm	24%	23%	22%	22%	24%	22%	22%	25%
10pm-2am	21%	34%	36%	37%	34%	30%	20%	30%
Overall	31%	32%	34%	34%	33%	32%	30%	32%

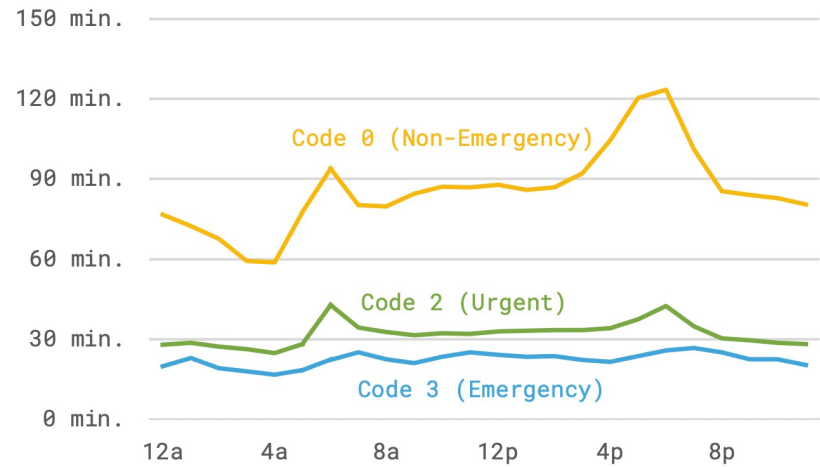
Probability of Code 3 Calls Meeting Response Time Goal

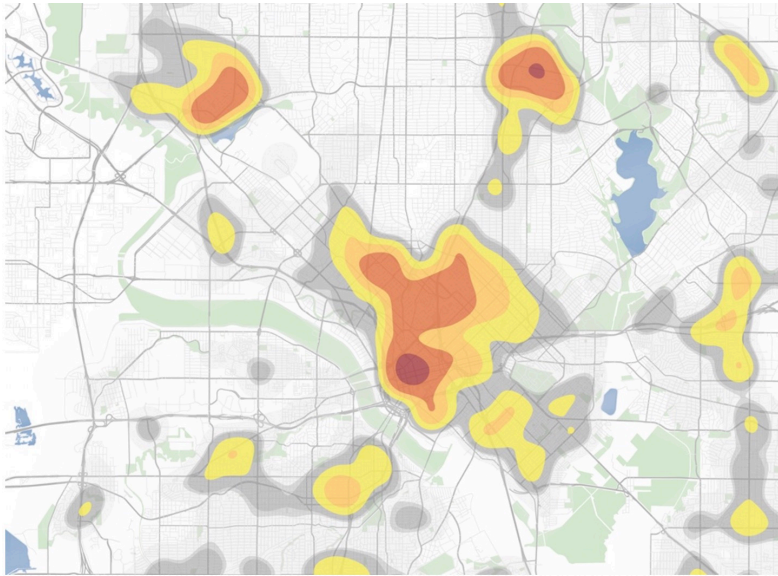


Deployed Officers Needed to Meet Uncommitted Time Goal

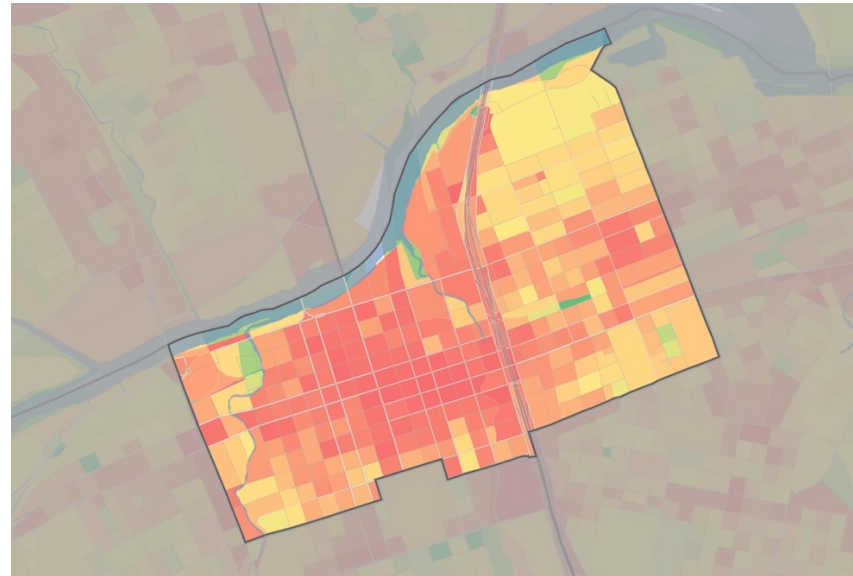


Response Time Performance by Hour





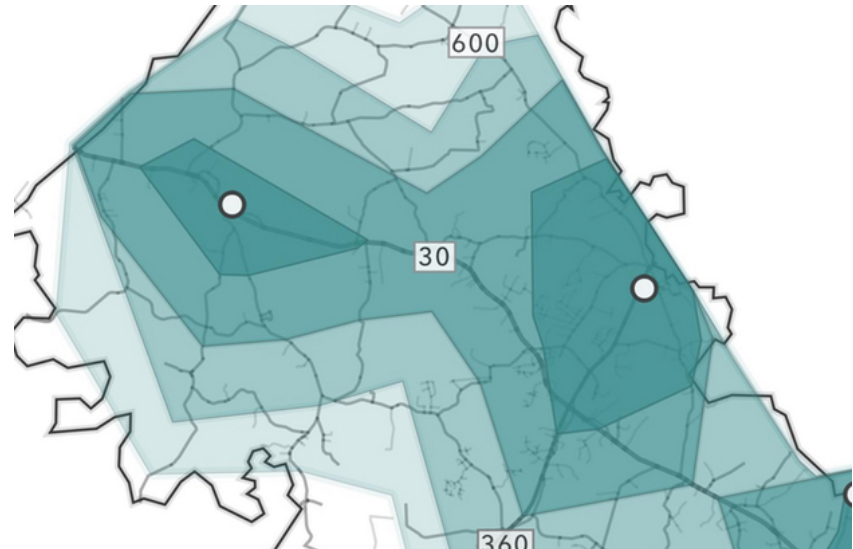
Hotspot analysis



Visibility and saturation



Patrol deployment zones



Response time analytics

(2) Investigations

The analysis of investigations workload and staffing needs incorporates input received from the interviews conducted with investigative managers, comprehensive collection of data to examine caseloads and associated workloads, as well as a review of participation in specialized regional task forces. Through this process, the project team will develop an analysis of staffing needs for investigative functions, including review of the following:

- Case assignment and screening.
- Management of versus inactive cases.
- Average workloads by detective in each investigative unit.
- Coordination with patrol and records.
- Average time from initial report, assignment of the case, and start of work.
- Solvability factors and work priority management.
- Division of case types by unit.

The interim deliverable of staffing needs will provide preliminary findings on issues associated with staffing throughout the department, as well as the number of staff needed by function to meet targeted service levels. The draft document will be reviewed with the project steering committee, with revisions made thereafter.

TASK RESULT

The project team will develop an interim report that provides a comprehensive analysis of the workload and staffing needs in every function in the department.

Task 5 | Organization and Performance Management

Using issues identified throughout the input and analytical phases to this point, the project team will provide analysis on the department's organizational structure, and identify potential efficiencies to be gained from making changes as needed, and opportunities to restructure how services are provided.

Performance management is a critical component of this, and should be facilitated by the reporting relationships of the organizational structure. The project team will work department stakeholders to key metrics to use in achieving performance objectives,

processes for monitoring and reporting data, and ensuring that accountability is maintained.

The project team will develop a report that analyzes issues and opportunities to realign the organizational structure of the department, in addition to a framework for implementing performance measures and data reporting throughout the department. Importantly, these steps serve as a foundation for the department to replicate the staffing analysis in the future as needs evolve.

TASK RESULT

The project team will develop an analysis of recommended changes to the department's organizational and frameworks for performance management and reporting. The metrics identified as part of this analysis will be utilized as part of the projections analysis, and provide a basis for the department to replicate the study's analysis in the future as needs evolve.

Task 6 | Update Projections for Service Demands and Staffing Needs

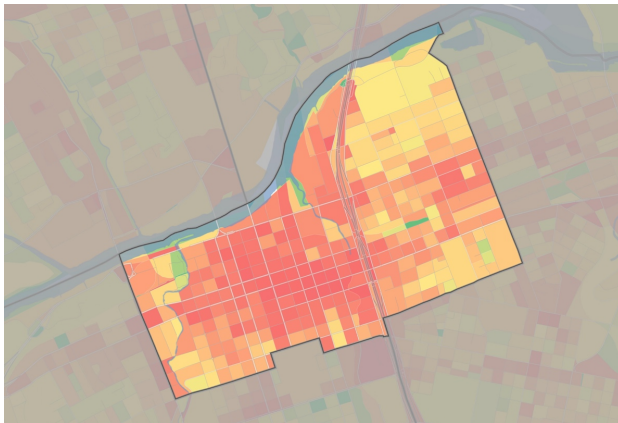
The unique factors of a community shape the service environment that law enforcement personnel operate in, and as a result, there is not a one-size-fits-all approach to identifying strategic planning.

The projections completed in the last study will be updated with a re-analysis of growth and development within the city and associated service level impacts, as well as how those impacts translate into staffing needs.

The modeling system we have developed to determine the impacts of development and growth on police service demands is the combined product of using advanced technical capabilities and our experience in working with law enforcement clients.

Key aspects of the model employed to create an accurate and defensive model for planning service and personnel needs include the following:

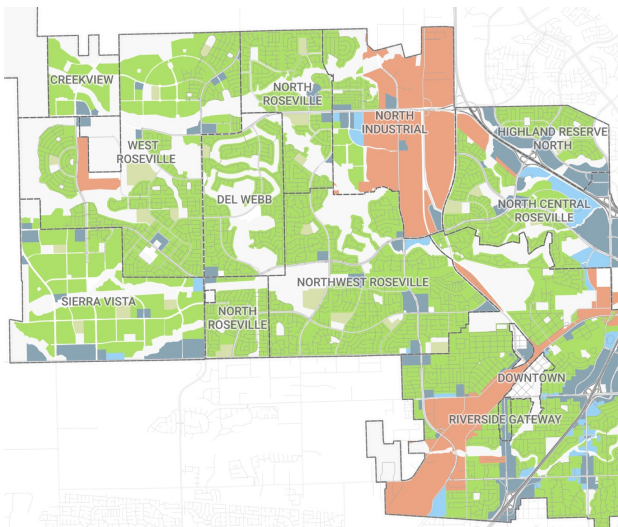
Illustrative Factors Considered to Project Staffing Needs



Geographic Analysis of Service Needs

In order to model the effects of the anticipated growth in the community, it is critical to understand the rates at which existing and similar developments generate police workloads.

Our analysis will utilize a GIS-centered approach to examine geospatial trends in police service demand.

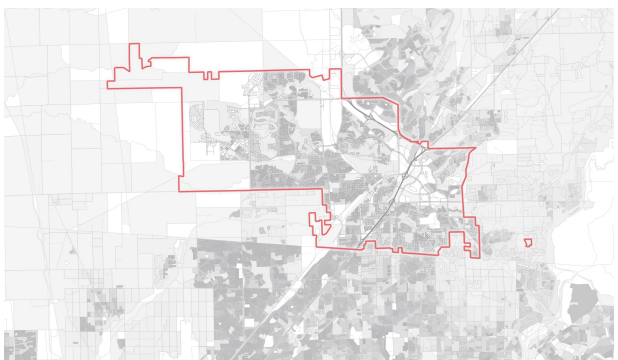


Current and Anticipated Land Use

Different types of residential, commercial, and industrial zoning spaces have unique impacts on public safety service needs.

We will meet with city and county planning and development to understand how land is used currently, as well as the configurations of anticipated developments, in order to accurately model how these needs will evolve.

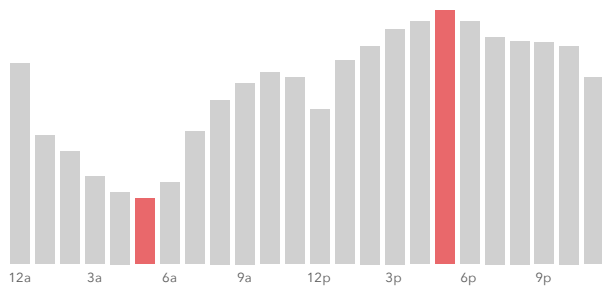
The data collected from city and/or county planning and development departments, as well as other resources, will form the basis of our GIS model of how police service needs will evolve over the next 10 years.



Local and Regional Interactions

Understanding the context of the community within its surrounding region is essential to forecasting its planning needs. This includes developing an understanding of factors such as:

- Daytime working population and effects on field resource demands.
- Entertainment area growth and impacts on needs for specialized resources.



Workload-Based Projections

Rather than base projections for future staffing needs on a simple ratio such as officers per capita, our analysis builds staffing needs from how workload is changes – whether driven by calls for service for patrol personnel, cases for investigators, or reports and administrative workloads for records staff.

Data collected for the analysis of projected service and personnel needs includes the following:

- CAD data (up to the past three years if current CAD system has been in place for that timeframe).
- Supporting information for CAD analysis (e.g., unit code and incident type lists, patrol schedules, incident report totals, arrest and booking totals).
- UCR/NIBRS (up to the past three years; including location coordinates if data systems allow).
- Planning and land use GIS shapefiles (preferably including information such as commercial space, housing unit counts, and other key data).
- Information on planned development activity, including the current stage of each project (e.g., development review permit issued, etc.) and estimated timeframe for completion.

The project team will collect other publicly available data used for the analysis, such as road networks, census data, and geographical features.

The results of the service needs and staffing projections will be developed into an interim deliverable that provides comprehensive projections for service and staffing needs for every police department function. The projections will be provided at multiple timeframes in order to provide for a more accurate planning process.

The interim document will be reviewed with the project steering committee, with revisions being made thereafter as needed. It is also important to note that our planning models will also be provided to the department prior to the completion of the project, enabling for adjustments to be made in the future as growth trajectories shift.

TASK RESULT

The analysis will result in an interim deliverable that updates the previously completed analysis, comprehensively projecting law enforcement workloads and staffing needs over the next decade for every department position and functional area. The project team will review the draft deliverable with the steering committee on site or remotely, and make revisions thereafter as needed.

Task 7 | Final Report and Phased Implementation Plan

The draft final report combines each of the analytical steps and interim deliverables into one document, including recommendations for each area covered in the study. It is critical that the recommendations made as part of the study be specific, measurable, prioritized, and associated with a detailed and comprehensive timeline for implementation. It will include the following elements:

- An **executive summary**, summarizing the major findings of the study.
- Comprehensive **analysis of workload, staffing, and deployment** for each function within the department.
- Analysis of **opportunities to restructure the geographic deployment system** by shifting beat, sector, and division boundaries to equalize workload and facilitate community policing.
- Detailed **projection of future growth and development** over the next decade, included associated impacts on service demands, and how those impacts translate into staffing needs in every police department functional area.
- Ability of the **organizational structure** to facilitate effective operations and performance management.
- A comprehensive list of recommendations, including staffing needs for each function within the department, both now and throughout the projection timeframe. This includes a plan for implementation that factors in:
 - Identification of financial impacts associated with each recommendation.
 - Phasing the implementation of staffing recommendations based on a framework for prioritization in a phased manner.
 - As part of the organizational and performance management analysis, benchmarks for adding staff so that the analysis can be replicated as needs change.

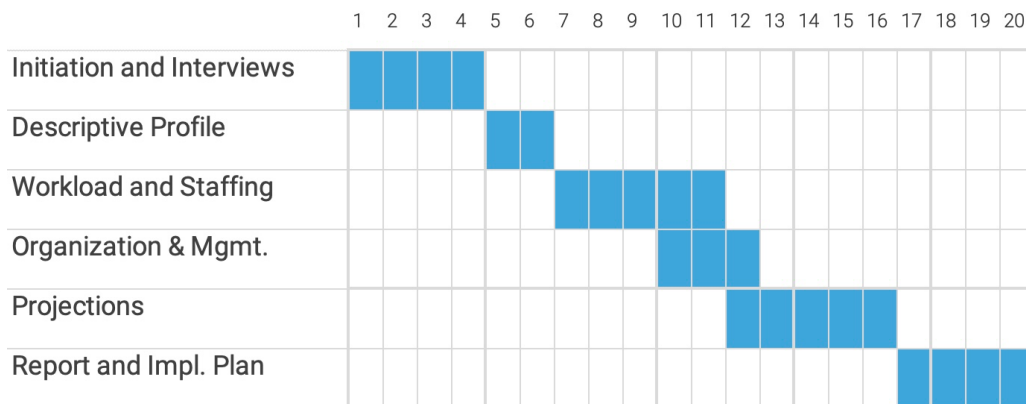
The draft final report will be reviewed with the project steering committee on site, and any key stakeholders identified through the process of the study. The project team will thereafter be available make presentations to key stakeholders, including the elected officials, as requested.

TASK RESULT

The project team will develop a draft final report that builds upon all interim deliverables to provide a comprehensive analysis of the department, including recommendations, projected impacts over the next ten years, and a prioritized plan for implementation that prioritizes recommendations and associated costs.

2. Schedule

We proposed a 20-week timeline to conduct all items outlined in the task plan, as illustrated by the following week-by-week Gantt chart outlining how these tasks would be sequenced across the study timeline:



3. Cost

The following table provides our proposed not-to-exceed cost for the project, as well as house dedicated per task, by staff category:

	Project Manager	VP	Manager	Sr. Consultant	Consultant	Cost
Initiation and Interviews	40	40	64	64	8	\$30,721
Employee Survey	8	8	0	24	4	\$7,955
Descriptive Profile	8	12	24	24	12	\$9,735
Workload and Staffing	16	24	48	48	36	\$20,791
Organization & Mgmt.	16	4	40	40	0	\$11,226
Projections	12	32	36	10	32	\$15,701
Report & Implementation	32	24	56	64	24	\$26,481
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Total Hours	132	144	268	274	116	
Hourly Rate	\$300	\$225	\$150	\$138	\$110	
Total Professional Fees	\$39,600	\$32,400	\$40,200	\$37,850	\$12,760	\$162,810
Project Expenses						\$4,130
Total Project Cost						\$166,940